



Departmental Business Plan and Outlook

Miami Dade County Homeless Trust

**Fiscal Years:
Fiscal Year 2003-2004
&
Fiscal Year 2004-2005**

Plan Date: December 4, 2003

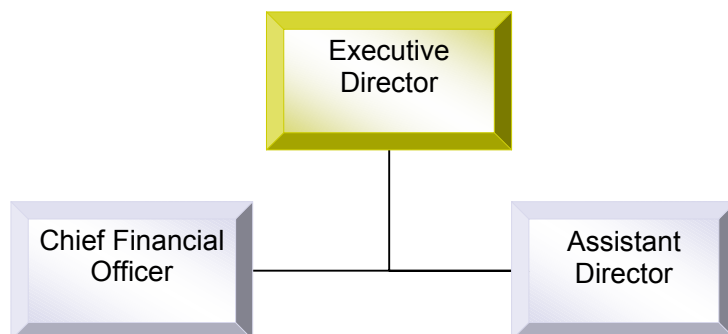
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Goals:	
Promote independent living through early intervention and support services.	HH4
Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County.	HH5

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EXECUTIVE SUMMARY

The Miami-Dade County Homeless Trust is the County-wide coordinating entity for housing and services for homeless individuals and families. The Homeless Trust administers the proceeds of the portion of the one percent Food & Beverage Tax dedicated to homeless activities, as well as Federal, State, and other funding for homeless services. The Homeless Trust advises the Miami-Dade Board of County Commissioners (BCC) on issues related to homelessness, and implements the Miami-Dade County Community Homeless Plan.



Implement Homeless Management Information System;

- *Track and serve chronically homeless individuals throughout the homeless system*
- *Create Homeless Prevention database*
- *Improve client tracking and bed utilization with real time data*

Development of a 10 Year Plan to end homelessness

Expand housing via the completed development of pipeline projects and obtaining funding for new permanent housing projects; particularly housing 1st models

Support Existing housing infrastructure by obtaining match funding for existing and new homeless programs via the Alliance for Human Services, local, State, and Federal sources, as well as the development of a plan for Revenue Maximization.

Signature
Department Director

INTRODUCTION

Department Purpose/Mission Statement

Administer the proceeds of the portion of one percent Food and Beverage Tax and other revenue sources dedicated to activities for the homeless; advise the Board of County Commissioners (BCC) on issues related to homelessness; and implement the Miami-Dade County Community Homeless Plan.

Department Description

The Homeless Trust was created in 1993 and is the coordinating entity for services to Homeless individuals and families in Miami-Dade County. We administer Federal, State, and County funding for homeless services, and serve as the State's Homeless Coalition for our County.

The Homeless Trust provides administrative, policy, and pass through functions as related to funding. Services are available for homeless individuals, families, and people at risk of homelessness, within available resources. We do not provide direct services.

The entry to the "Front Door" to our system is via County-Wide Outreach Teams, which are provided via four geographically placed providers: The City of Miami, The City of Miami Beach, Miami-Dade County Department of Human Services, and Camillus Health concern.

Access to the Outreach Teams is available via a toll free number: 1-877-994 HELP (4357). This number also provides access to homeless prevention services. Calling this number will link persons in need of services with an outreach team in their geographic region within Miami-Dade County. The Outreach Teams also engage homeless individuals and families directly on the street or at other community locations.

New Services/Programs:

- **Implementation of Homeless Management Information System**
- **Re-institute the Homeless Trust Housing Committee to review and establish goals for the funding development of new homeless housing units.**
- **Monitor and facilitate the completion of pipeline housing units for occupancy by homeless individuals and families.**
- **Obtain U.S. HUD funding for 20 new units utilizing a scattered site housing 1st model, targeting individuals experiencing chronic homelessness.**

Organization and Staffing Levels

EXECUTIVE DIRECTOR

Responsible for the implementation of policies developed by the Board of the Miami-Dade County Homeless Trust, including the utilization of local, state and federal funds to assist the homeless. Provides Leadership, coordination and administration to the department. Recommends, defines and monitors operating goals, objectives and procedures for the Trust and the Department.

<u>02-03</u>
5 FTEs
\$373,457

<u>03-04</u>
5 FTEs
\$396,305

ASSISTANT DIRECTOR

Manages, and directs all contract monitoring functions. Directs operational activities related to Federal and State grant requirements. Coordinates competitive procurement processes. Provides overall administrative support.

<u>02-03</u>
7 FTEs
\$356,832

<u>03-04</u>
7 FTEs
\$454,463

A contract officer position was re-classified to a lead worker in order to focus full-time efforts on contract compliance, on-site provider monitorings to provide fixed and regular provider program and fiscal reviews.

Staffing Levels

Functional Unit	FY02-03 Budget (Prior Year)	FY 03-04 Budget (Current Year)
Homeless Trust	12	12
Total	12	12

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 02 03 Actual	Current Fiscal Year 03-04 Budget	Projection as of
Revenues			
Food & Beverage	\$8,507	\$8,121	\$8,121
US HUD Grants	\$12,473	\$13,988	\$13,988
State of Florida	\$1,549	\$470	\$470
Donations	\$38	\$180	\$180
Interest Earnings	\$39	\$75	\$75
Carryover	\$2,625	\$2,214	\$2,505
Total	\$25,231	\$25,048	\$25,339
Expense			
Salary	\$604	\$702	\$702
Fringe Benefits	\$127	\$164	\$164
Other Operating	\$22,726	\$22,987	\$22,987
Capital	\$3	\$255	\$255
Reserves		\$940	\$940
..			
Total	\$23,459	\$25,048	\$25,048

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY 02-03 Beginning Year Actual	Prior FY 02-03 Year-end Actual (Est.)	Current FY 03-04 Year-end Budget
	\$2,625	\$2,505	\$940
Total	\$2,625	\$2,505	\$940

The 1% food and beverage tax proceeds trended at 5% annual growth for the past 5 years.
This provided additional funds for our 04-05 budget, which based on our predictions, will have a shortfall for primary care services.

Business Environment

The Homeless Trust administers services County-wide

Additional resources need to be obtained for homeless individuals and families who are chronically homeless, while maintaining our existing funding base; with limited additional resources, this is a challenge.

Mainstream resources (e.g. Medicaid, TANF) must be increased to serve current and additional homeless people. A growing number of families are experiencing homelessness due to the economy, increased housing costs, and the limited availability of affordable housing.

Critical Success Factors

***Revenues are growing at approximately 4% per year, however our expenditures are increasing at approximately 17%. The Trust benefits from an operating reserve of \$2.5 million, however projections demonstrate that the operating reserve will be depleted in the 04-05 fiscal year. If the Food and Beverage Tax proceeds continue to be collected over our budget projections, 95% of a 3% growth over current year's budget, this reserve may last into 05-06, however, at that point, it would be completely depleted. This would result in a reduction of contracted services, and a reduced inventory of Treatment beds.**

***One major activity which the MDHT will be implementing in Fiscal Year 03-04 is the roll-out of a new homeless management information system. This system will be able to track a tremendous amount of key data both on homeless providers and homeless individuals which will allow the Trust to achieve the departmental goals specified in this report.**

***In order to increase our revenues, The Trust is exploring Revenue Maximization efforts, with our director serving as the Co-Chair of the Alliance for Human Services Revenue Maximization committee.**

The Trust is exploring the potential of assuming 2 programs currently operated by MDHA which could enhance our revenue and program administration capacity. Current due diligence focuses on cost:benefit analysis with MDHA. The need for additional office space, and the potential of purchasing certain services (rent reasonables, housing quality inspections, and rent payments) from MDHA is under consideration..

***Expanding the homeless housing inventory, while faced with the majority of homeless funding from HUD allocated to project renewals, is a challenge. Although HUD raised the funding level for new permanent housing projects to \$750,000, which is available for new projects above local communities renewal funding level, all of these funds are allocated competitively and these funds do not meet our requirements for approximately \$6 million/year for 10 years for new funding for low demand and permanent supportive housing for individuals experiencing chronic homelessness.**

***Expanding the inventory of current pipeline housing projects requires enhanced ongoing communications with OCED/MDHA.**

Future Outlook

Development and execution of a Memorandum of Understanding between the Homeless Trust, Department of Corrections, Department of Children and Families/Our Kids, the Public Health Trust, 11th Judicial Circuit, and Mental Health Hospitals, defining discharge planning roles and responsibilities related to homeless individuals. This would also include the modification of Arrest Forms indicating a person is homeless at the time of arrest. The accomplishment of this task would require the participation and agreement of other County Department Directors, other entities, and the support of the County Manager. Implementation of the MOU will result in a reduction in re-institutional rates for the mentally ill, substance abusers, homeless and recently released inmates (HH4-3).

***Development of 10 Year Plan to end homelessness is accomplishable within existing resources, however implementation of all necessary short and long range goals will require additional resources. (HH5-1)**

THE PLAN

Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- ***Improve Quality Of Life***

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- **Promote independent living through early intervention and support services**
- **Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County**

Department-related Strategic Plan Priority Outcomes:

- **Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services – HH4-3**
- **Increased availability of affordable and special needs housing (priority outcome) – HH5-1**

Departmental Business Plan and Outlook

Department Name: Homeless Trust

Fiscal Years: 03-04 & 04-05

Goal: HH 5 - Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County.

Outcome: HH5-1 – Increased availability of affordable and special needs housing (priority outcome).

Strategies:

Although the tasks and activities described below support the County's overall Goal for this area, there are no specific defined strategies which directly apply to these activities.

Key Performance Indicator(s)/Objective(s): 10% increase in the number of affordable and special needs housing over the next 5 years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Implement a Case Review Committee (CRC)	0	4 Meetings	8 Meeting	Implement a CRC <ul style="list-style-type: none">Define roles and responsibilities of the CRCStaff the CRC with varying members of the homeless provider community to include existing board members; appoint a chairperson who will be responsible for leading this groupHold CRC meetings on at least a quarterly basis to review and make determinations on specific cases regarding homeless people	Director
Implement the HMIS	0	100%	100%	Implement the HMIS and ensure Utilization by 100% of contracted Homeless Trust providers by September 30, 2004 <ul style="list-style-type: none">Procure an HMIS system after having conducted extensive research and go through a competitive processHold specific training on the selected system with all providers to ensure familiarity and knowledge of the systemHold specific training with Homeless Trust senior staff to ensure familiarity and knowledge of the system and also to be able to serve as system wide administrators	Director Director Grants Coordinator Grants Coordinator
Develop 10 year plan to end homelessness	N/A	N/A	Nov-04	Develop 10 year plan to end homelessness <ul style="list-style-type: none">Meet and receive input from the MDHT Services Development CommitteeMeet and receive input from the MDHT Housing CommitteeMeet and receive input from the MDHT Full Trust BoardMeet and receive input from the Miami Coalition For The HomelessMeet and receive input from the Formerly Homeless CoalitionMeet and receive input from the community at largeCompile the information and pen the 10 year plan	Director

Departmental Business Plan and Outlook

Department Name: Homeless Trust

Fiscal Years: 03-04 & 04-05

<u>Emergency Housing</u>					
Maintain or reduce the vacancy rate in Emergency Housing	1.75%	1.75%	1.5%	Maintain or reduce the vacancy rate in Emergency Housing <ul style="list-style-type: none"> • Monitor daily placements via the HMIS • Monitor daily placements via the bed reports submitted by provider agencies • Monitor utilization on the part of providers to be able to re-allocate funding accordingly to those who are consistently full • Monitor activities at each provider location through aggressive and thorough monitoring by MDHT staff 	Assistant Director
Place homeless people into emergency housing each quarter	1,587	1,600	1,610	Placement of homeless people into Emergency Housing per quarter <ul style="list-style-type: none"> • Receive and monitor the daily availability bed reports • Distribute the reports every morning to all outreach teams • Monitor utilization through daily provider reports and the HMIS 	Assistant Director
Increase the number of contacts made with homeless people by MDHT funded Outreach Teams	6,500	6,600	6,700	Increase the number of contacts made with homeless people by MDHT funded Outreach Teams <ul style="list-style-type: none"> • Provide training to outreach teams on how to better engage homeless individuals • Monitor the number of contacts made by each outreach team via monthly reports compiled by MDHT staff • Provide feedback and direction to outreach teams based on monthly performance 	Assistant Director

Departmental Business Plan and Outlook

Department Name: Homeless Trust

Fiscal Years: 03-04 & 04-05

<u>Transitional Housing</u>					
Maintain or reduce the Transitional Housing Vacancy Rate on available beds	3.25%	3.0%	2.5%	Maintain or reduce the vacancy rate in Transitional Housing <ul style="list-style-type: none"> • Monitor daily placements via the HMIS • Monitor daily placements via the bed reports submitted by provider agencies • Monitor utilization on the part of providers to be able to re-allocate funding accordingly to those who are consistently full • Monitor activities at each provider location through aggressive and thorough monitoring by MDHT staff 	Assistant Director
Place homeless people into Transitional Housing each quarter	400	410	420	Place homeless people into Transitional Housing each quarter <ul style="list-style-type: none"> • Receive and monitor the daily availability bed reports • Distribute the reports every morning to all Homeless Trust providers • Monitor utilization through daily provider reports and the HMIS 	Assistant Director
Develop plan for revenue maximization activities to be implemented in FY 04-05	0	Planning	Implementation	Pursue revenue maximization opportunities <ul style="list-style-type: none"> • Meet and work extensively with the County's team of revenue maximization specialists • Meet and work extensively with the Alliance for Human Services in order to explore revenue opportunities • Develop a plan for revenue maximization activities by September 2004 • Implement the plan in Fiscal Year 2004 - 2005 	Director CFO Director Director/CFO
Contracted Provider Monitoring	2	4	8	Aggressive and thorough monitoring of MDHT funded agencies <ul style="list-style-type: none"> • Develop and maintain a yearly monitoring schedule based on a risk assessment model of all providers • Receive and review yearly audited financial statements from all MDHT funded providers • Perform follow up inquiries when warranted based on contents of the financial statements • Conduct detailed and thorough site monitoring assessments to include both fiscal and programmatic areas • Conduct detailed and thorough desk audits to include both fiscal and programmatic areas Ensure corrective actions are adhered to via follow-up monitorings	Assistant Director Assistant Director CFO CFO Assistant Director/CFO Assistant Director/CFO

Departmental Business Plan and Outlook

Department Name: Homeless Trust

Fiscal Years: 03-04 & 04-05

<u>Permanent Housing</u>					
Creation of 20 units for scattered site permanent housing with a focus on beds for the chronically homeless	0	20	25	Creation of 20 units for scattered site permanent housing <ul style="list-style-type: none"> • Include request for 20 new units through the US HUD annual Super NOFA process • Research and compile relevant data to define and justify the need for these new units into the homeless inventory for Dade County • Include all relevant material into the Super NOFA application to US HUD for consideration 	Director/ Assistant Director
Re-Institute the MDHT Housing Committee	0	4 meetings	6 meetings	Re-Institute the MDHT Housing Committee <ul style="list-style-type: none"> • Update the roles and responsibilities of the Housing Committee • Staff the Housing Committee with varying members of the homeless provider community to include existing board members; appoint a chairperson who will be responsible for leading this group • Hold Housing Committee meetings on at least a quarterly basis to review and make recommendations regarding homeless housing policy and development 	Director
Request \$1 Million Federal/State funding for additional permanent housing units	0	100%	100%	Submit a State/Federal legislative budget request <ul style="list-style-type: none"> • Submit request for \$1 Million for additional permanent housing units • Research and compile relevant data to define and justify the need for these new units into the homeless inventory for Dade County • Include all relevant material into a legislative request and coordinate with the County's Inter-Governmental Affairs Office for submission 	Director
Completion of Pipeline Project/Units	0	103	80	Completion of Pipeline Project/Units <ul style="list-style-type: none"> • Conduct better coordination and follow up efforts with other County departments to ensure speedy resolution to any needed reviews or approval so the projects may move forward • Work with provider agencies who have projects in the pipeline to ensure that they have and continue to meet all requirements which their specific project may require in order to move forward 	Director/ Assistant Director

Departmental Business Plan and Outlook**Department Name: Homeless Trust****Fiscal Years: 03-04 & 04-05**

Place homeless people into Permanent Housing each quarter	900	910	920	Place homeless people into Permanent Housing each quarter <ul style="list-style-type: none">• Receive and monitor the daily availability bed reports• Distribute the reports weekly to all contracted providers• Monitor utilization through daily provider reports and the HMIS when fully operational	Assistant Director
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Departmental Business Plan and Outlook

Department Name: Homeless Trust

Fiscal Years: 03-04 & 04-05

Goal: HH 4 - Promote independent living through early intervention and support services.

Outcome: HH 4-3 - Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently released inmate services.

Strategies:

Although the tasks and activities described below support the County's overall Goal for this area, there are no specific defined strategies which directly apply to these activities.

Key Performance Indicator(s)/Objective(s): 5% Reduction in re-institutionalization rates for the mentally ill, substance abusers, homeless and recently-released inmates over the next three years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Reduce recidivism rates of people served via the Jail Discharge Program for 90 days via the HMIS	0	TBD	TBD	Reduce recidivism rates of people served via the Jail Discharge Program <ul style="list-style-type: none">Track recidivism rates via the HMIS and monthly contract logs in order to establish a baselineTarget reduction based on baseline for Fiscal Year 04-05	Director/ Assistant Director Assistant Director Director/ Assistant Director
Develop and execute a memorandum of understanding between the Homeless Trust and other key stake holders – Long Range Goal	0	0	100%	Develop and execute a memorandum of understanding <ul style="list-style-type: none">Via the County Manager’s Office convene a stake holder meeting to include the Corrections department, State DCF, the Public Health Trust, the 11th Judicial Circuit, and Mental Health Hospitals to develop a memorandum of understanding by Fiscal Year 05-06	Director